



# **CHILD AND FAMILY SERVICES AGENCY**

## **FY 2024 PERFORMANCE PLAN**

**MARCH 22, 2023**

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# 1 CHILD AND FAMILY SERVICES AGENCY

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*Mission:* The mission of the Child and Family Services Agency (CFSA) is to ensure the safety, permanence, and well-being of abused and neglected children in the District of Columbia and to strengthen their families.

*Services:* The DC Child and Family Services Agency (CFSA) operates a 24-hour hotline and is a first responder to reports of child abuse and neglect in the District. Essential functions also include supporting and strengthening at-risk families, protecting children through foster care when necessary, and managing adoption of children who cannot return to their birth homes. CFSA works with community partners to expand the range of neighborhood-based services that help to prevent child abuse/neglect and support District families before, as well as after, they become involved with child welfare. CFSA also works with public and private partners to expand the network of resources serving child and youth victims of abuse/neglect and those at risk. The agency is divided into two core offices: Program Operations and Office of the Director.

## 2 PROPOSED 2024 OBJECTIVES

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### Strategic Objective

Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.

Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.

Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.

Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.

Create and maintain a highly efficient, transparent, and responsive District government.

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### 3 PROPOSED 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.</b>		
Dedicated Services for Older Youth In Foster Care	The Office of Youth Empowerment (OYE) serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.	Daily Service
After Care Services	CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care.	Daily Service
<b>Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.</b>		
CPS-I	Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.	Daily Service
In-home Services Administration	Monitors and assists families through 10 social work units co-located with the Healthy Families/Thriving Communities Collaboratives. This administration also manages the agency's rapid housing program which assists kin, transitioning youth, and families reunifying with housing resources.	Daily Service
Thriving Families Safer Children	CFSA's mission is to respond to incidents of alleged child maltreatment, abuse and neglect, as well as to respond to safety risks for children. We enter into a family's life to support them in mitigating concerns so that their children are safe, and the family can remain together. This work is only truly feasible if it is part of an engaged and accountable system of care for families. In the District of Columbia, this system should be comprised of multiple agencies within the Health and Human Services cluster, community-based organizations, and community members themselves. The goal of the Thriving Families, Safer Children (TFSC) initiative is to right size the role of the child welfare agency within the broader Child and Family Well Being System and center families and youth with lived experience in the design of system at large.	Key Project
<b>Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.</b>		
Health Services Administration	Provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service

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Operation Title	Operation Description	Type of Operation
The Office of Well-Being	The Office of Well-Being plays a leadership role in defining, supporting, and enhancing the overall well-being of children and youth involved with child welfare. CFSA uses trauma-informed and evidence-based practices, with the goal of achieving measurable and meaningful outcomes in the well-being domains of education, cognitive functioning, physical health and development, emotional and behavioral functioning, and social and emotional functioning within the context of a trauma-informed system. The Office of Well-Being includes four specialty areas (education, substance abuse, domestic violence, and day care) that support these outcomes, in addition to the Health Services Administration that provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service

**Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.**

Program Operations - Permanency	Provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.	Daily Service
Foster Care Resources Administration	Recruits District-based foster care resources, and identifies group homes and independent living programs for children and youth; provides support to foster and adoptive parents and coordinates service monitoring of CFSA contracts with private providers who manage a portion of the caseload of children and youth in out-of-home care. These providers operate networks of foster homes and congregate care facilities (group homes and independent living programs).	Daily Service
Placement Services Administration	Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.	Daily Service
Kinship Support Administration	Conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children.	Daily Service

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Child Information Systems Administration (CISA)	CISA (Child Information Systems Administration) is the technological center for CFSA. CISA maintains and operates technology used to improve child welfare performance and outcomes. The Comprehensive Child Welfare Information Systems (CCWIS) changes and improvements is led by this administration.	Key Project
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Operation Title	Operation Description	Type of Operation
Child Welfare Training Academy (CWTA)	The Child Welfare Training Academy (CWTA) aims to continually provide quality training that not only increases individual professional growth and development, but also enhances the overarching principles of CFSA which aims to ensure safety, permanency, and well-being for the children and families of the District of Columbia. The key objective of the CWTA is to actualize the Agency's Practice Model and implement diversity and equity standards into all training and employee development activities. Accordingly, every element of CWTA's curriculum supports the Practice Model's commitment to comprehensive case planning strategies that emphasize a social worker's teaming relationship with families, various administrations, caretakers, school staff, mentors, therapist, other District and contract agency social workers, and an array of community service providers.	Daily Service

## 4 PROPOSED 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
<b>Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.</b>					
Children who achieve permanency within 12 months after entry (Children who enter foster care during a 12-month period)	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 12 to 23 months as of the first day of the fiscal year)	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 24 or more months as of the first day of the fiscal year)	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Increase youth aged 18 years and older to have an employment/internship experience	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Increase engagement of youth in after-care services	Up is Better	100%	100%	95%	95%
<b>Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.</b>					
New entries into foster care	Down is Better	194	160	185	185
Increase acceptable quality of CPS investigations	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Families without substantiated report(s) of abuse/neglect for up to six months post-case closure with the Collaboratives	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Families successfully completing services through primary, secondary, and tertiary prevention services	Up is Better	New in 2023	New in 2023	New in 2023	No Target Set
Number of removals from in-home within one year	Down is Better	80	77	100	100
<b>Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.</b>					
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	63.6%	100%	70%	70%
Percent of youth in foster care who graduate from high school	Up is Better	67.6%	87.1%	70%	70%



Key Performance Indicators (*continued*)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
Increase graduation within 5 years for youth who start college while in foster care	Up is Better	16%	33.3%	20%	20%
Percentage of children in foster care receiving a full medical evaluation within 60 days of placement.	Up is Better	New in 2022	95.1%	95%	95%
Percentage of children receiving a full dental evaluation within 60 days of placement	Up is Better	New in 2022	49.3%	60%	60%
<b>Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.</b>					
Percent of foster care placements within the District of Columbia	Up is Better	50.2%	51.6%	55%	55%
Percent of placements in family foster homes	Up is Better	78.2%	77%	85%	85%
Percentage of children who enter foster care and are placed into kinship care within 30 days	Up is Better	New in 2022	27.9%	30%	30%

## Workload Measures

Measure	FY 2021	FY 2022
<b>CPS-I</b>		
Total hotline calls received	17,421	16,897
Total number of new investigations	4732	4,889
Rate of substantiated child abuse and neglect per 1,000 children in the District	8.29	Not Available
<b>In-home Services Administration</b>		
Number of in-home families served	1136	1,025
Number of in-home children served	2929	2,773
<b>Placement Services Administration</b>		
Number of out-of-home children served	930	809